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Approved For Release 2004/05/05 : CIA-RDP80M01082A000900120004-0

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ICS ACTIVITIES REPORT NO. 3

18 June 1974

A bi-monthly summary of Intelligence Community Staff actions and activities of interest to USIB and IRAC

1. Tactical/National Intelligence Interface

On May 21st Deputy Secretary of Defense Clements forwarded to the DCI a listing, prepared by the Joint Chiefs of Staff, of non-CDIP resources that contribute intelligence, completing the first phase of the joint DCI/SecDef examination of the tactical/national intelligence interface. The IC Staff is now coordinating with the JCS on terms of reference for the second phase of this joint effort which, in broad terms, will identify the essential information needs of certain military operational commanders and the national intelligence assets that could contribute to their satisfaction.

2. National Security Decision Memorandum 242

NSDM 242 of 17 January 1974 directed the Secretaries of State and Defense and the DCI to refine their crisis management procedures to provide timely political-military assessments and recommendations to the National Command Authority to support potential nuclear weapons employment decisions. Beginning in mid-February the D/DCI/IC and his representatives met regularly with representatives of State, Defense, JCS and the National Security Council to examine existing crisis management systems and develop proposals for improved support to the NCA. On April 29th the DCI sent to the President his report on the refinements in the community's crisis management procedures focusing on increased intelligence support to the foreign policy and military operations elements of government and on improved information exchange mediums among the participating agencies. Other aspects of the crisis management problem revealed during the inter-agency meetings are being addressed by special interagency study groups.

A major benefit of the NSDM 242 effort to date has been the recognition by other government agencies of the need for intelligence participation throughout all phases of the planning and development process. The IC Staff will continue to participate in these ongoing efforts and will insure that interested agencies within the community are afforded the opportunity to make appropriate contributions.

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3. CONTEXT and NOIAN

Another in the IC Staff's crisis management efforts is the National Operations and Intelligence Analysts Net (NOIAN), a companion to the NOIWON which was reported in ICS Activities Report No. 2. This net involves the development of a conferenced text-editing system (CONTEXT) which will link up computer CRT terminals to permit analysts to hold a voice/video conference to prepare and edit text for joint publications. With the support of NSA which is providing the equipment and computer technology, a three-party experimental net is being set up to explore and develop human and machine procedures for future use on a community basis. [REDACTED]

4. "Meet me" Voice Conferencing

The NOIWON secure voice conferencing net for watch centers has become increasingly attractive to production analysts seeking faster means of coordination to meet short deadlines. Since this "side benefit" of NOIWON could cause disruptions and inconvenience to the watch centers, the IC Staff has created a conferencing system for use by community analysts or managers. A very simple system which NSA estimates can be set up for a cost of \$300 to \$400 and 40 man hours of labor, "Meet me" will allow anyone with access to a gray phone to conference with up to four other parties (within his own agency or outside it) simply by notifying them by non-secure phone, LDX or other means, of the time the conference is to be held. Each party to the conference would dial a pre-set number which would connect him to a common bridge located at NSA which automatically would place him in a conferencing net. No human operator would be required. The Director of NSA has been requested by the D/DCI/IC to consider the proposal.

5. The National Nervous System

A call has gone out to the approximately 30 watch centers in the Washington area -- intelligence community, military operations centers and non-military centers such as the FAA, Treasury and the Coast Guard -- requesting information as to the kinds of communications and telephone systems they have and names of other watch centers with which they communicate. Replies are being consolidated by INR/State and JCS, J-3 and will be compiled by the IC Staff into a Crisis Directory for use by the watch centers. In addition to providing in one small document all necessary information which the centers require to contact each other, there will be a "nervous system" map accompanying the Directory which will show all the centers and their lines of communication. These two aids should improve alerting procedures in times of crisis.

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STAFF NOTES

The IC Staff, under the direction of Lt. Gen. Daniel O. Graham, USA, Deputy to the DCI for the Intelligence Community (D/DCI/IC), assists the DCI in his intelligence community responsibilities. The staff consists of three main elements: the Management, Planning and Resource Review Division (MPRRD) which monitors the budget development process throughout the community; the Product Review Division (PRD) which reviews the factual and analytical product of the community; and the Collection and Processing Assessment Division (CPAD) which conducts national level review and assessment of community collection and processing activities. A small Coordination Staff handles community-related tasks involving the activities of more than one Division.

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Recent Staff arrivals include:

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ICS ACTIVITIES REPORT NO. 4

28 August 1974

A bi-monthly summary of Intelligence Community Staff actions and activities of interest to USIB and IRAC

1. KIQ/KEP Actions

FY 74 Pilot Program KEP: A summary of the results of the Pilot Program Baseline Reports on the eleven FY 74 KIQs selected for evaluation was provided to USIB members on 9 July. The report concluded that, in spite of a number of procedural ambiguities which are being remedied, it is feasible to set forth a baseline of knowledge and obtain explicit production and collection commitments against that baseline, and that conceptually the KEP is a viable methodology for evaluating community performance. The performance period for this Pilot Program is drawing to a close and preparation of the Performance Reports on the eleven KIQs is scheduled for September. Revised guidance and instructions for preparing these reports are in the mail and, thanks to the many helpful comments and suggestions from community participants, should simplify and clarify reporting procedures.

FY 75 KIQ/KEP Program: The DCI has formally issued his Key Intelligence Questions for FY 75, designed to be responsive to and support the Substantive Objectives of the Intelligence Community for FY 75, and he has announced to the NIOs and the community program managers the contributions he expects from them in the KIQs Evaluation Process. Of note is his statement that program managers will be expected to provide their own assessment of their program's contribution to each KIQ, along with an estimate of the cost of that contribution. The cost so identified should, which added to the costs of working against other targets, and with overhead and worldwide expenses proportionately pro-rated, represent that program manager's total budget. Consideration of the KIQs by the National Security Council Intelligence Committee resulted in an expansion of KIQ No. 6 which will be circulated to the community as part of the total KIQ package.

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2. DCI's Proposed "Omnibus" NSCID

The IC Staff had an active role in the drafting of the proposed "omnibus" NSCID which the DCI recently distributed to the members of the National Security Council Intelligence Committee (NSCIC), USIB and IRAC as a proposed substitute for all of the existing NSCIDs.

The genesis of this "omnibus" NSCID is the considerable Congressional and public interest in the "secret charter" of the Intelligence Community and CIA. The "omnibus" NSCID is designed to give an overall direction and authority from the National Security Council to the Intelligence Community and is drawn in a fashion that is suitable for disclosure and explanation to a somewhat broader audience than the present format allows. It provides for supplementary detailed directives to be issued by the DCI, in the form of DCIDs, in consultation and coordination with the appropriate authorities and under the general grant of authority of this NSCID.

At its 23 August meeting, the NSCIC approved the principle of an "omnibus" NSCID. A fully-coordinated version of the document will be submitted to the NSCIC following review by the USIB and the NSCIC Working Group.

3. Establishment of Analytical Support Center

On June 29th, the DCI approved a memorandum of understanding signed by the Advanced Research Projects Agency, Department of Defense, the Central Intelligence Agency, and the Intelligence Community Staff for the establishment of a research center to aid those production components of the community responsible for supporting policy analysis. The center is intended to provide a continuing source of external institutional support to various in-house efforts to give intelligence analysts an opportunity to experiment with the use of different approaches to solving analysis problems outside their normal production responsibilities. The center will also on occasion devote part of its effort to ad hoc tasking. The emphasis of the center's efforts is to be on analytical methods and techniques, not on substantive external research. A Joint Steering Committee consisting of the Director of ARPA; the Deputy Directors for Intelligence and for Science & Technology, CIA; and the D/DCI/IC will review the research programs, provide the funds and oversee the work of the full-time CIA Project officer who will direct and manage the center.

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4. Intelligence Community Personnel Exchange Program

The DCI has designated the IC Staff as overall coordinator to explore with the liaison officers of interested USIB member agencies where increased personnel exchanges - primarily in the analyst field - might upgrade professional skills and enhance career potential.

5. FY 1975 Program Review

The IC Staff has been deeply involved, over the past few months, in reviewing the Intelligence Community's FY 1976 program recommendations. This process included a review of each of the major intelligence programs within Defense, the CIA program, and the State/INR program; ExCom meetings; and an overall review by IRAC. During this process the DCI personally reviewed all of the major program issues with the Assistant Secretary of Defense (Intelligence) and the individual program managers.

6. Support to "Murphy" Commission

The joint Presidential-Congressional Commission on the Organization of the Government for the Conduct of Foreign Policy, headed by Ambassador Robert J. Murphy, is charged with studying and investigating the organization, methods of operation, and powers of all departments and agencies that participate in the formulation and implementation of foreign policy. The commission's stated approach to the area of intelligence will be to identify clearly the role of intelligence in the formulation and execution of foreign policy and to look at various ways intelligence could make an even better contribution to foreign policy deliberations. The basic guidelines for relations between the Commission and members of the Intelligence Community were contained in Ambassador Murphy's 14 August letter to the DCI which has been given wide dissemination through USIB/IRAC channels. The DCI has assigned responsibility for arranging support for the Commission's activities in the field of intelligence to the IC Staff.

7. Imaging Systems Mix Study (ISMS)

Following the October 1973 ExCom, the DCI directed that the ISMS be conducted under the chairmanship of the IC Staff to assess the intelligence value, performance, and cost of alternative mixes of imaging systems in the 1976-1980 time frame. The results of this collaborative community effort were summarized in Volume I of the ISMS Report and presented, to the July 1974 ExCom meeting, selected viable imaging systems mix alternatives. The IC Staff is monitoring follow-on actions for the DCI resulting from this study.

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9. Cyprus Post-Mortem

The IC Staff is preparing a post-mortem on the Cyprus crisis in response to a request from the DCI. The intention is to assess the relationship of the intelligence community with national consumers during a fast-breaking crisis, focusing on the question of how best to insure an effective intelligence contribution to the policymaking process. Interviews are being conducted with the NIO, the DCI, various community personnel, members of the NSC Staff and State Department officials.

10. Economic Intelligence Actions

An IC Staff representative visited seven Foreign Service posts in five Western Europe countries to brief State and Treasury officers on the DCI's Action Program for Economic Intelligence and to hold in-depth discussions to identify ways and means of improving the responsiveness of overt collectors to the needs of US policy-makers for economic intelligence. The DCI desires to optimize the overt collection of economic intelligence to minimize both cost and risk. One outcome of these discussions will be the inclusion of the FY 1975 economic Key Intelligence Questions in the 1974 Coordinated Statement of Priorities on Economic, Financial and Commercial Intelligence Requirements Worldwide of the Washington Economic Community to be sent by the EIC to all diplomatic and consular posts.

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11. National/Tactical Intelligence Interface

On 14 August a representative from the IC Staff, and a representative from the JCS visited Germany to coordinate USCINCEUR participation in a pilot study of National Foreign Intelligence Program support which could satisfy intelligence needs of USCINCEUR and his subordinate commanders.

STAFF NOTES

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Recent Staff changes:

Lt. General Graham, head of the IC Staff, has been named as Director of DIA and will depart shortly for his new assignment. [redacted] presently the Deputy Director for [redacted] has been named by Mr. Colby, the DCI, as his next D/DCI/IC and nominated for promotion to Lieutenant General.

[redacted] USAF, joined MPRRD on 1 July from the Armed Forces Staff College at Norfolk.

[redacted] USAF, reported to CS/S on 8 July from the Defense Intelligence School.

[redacted] USAF, reported to PRD on 19 August from US Support Activities Group, Thailand.

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For additional information concerning the ICS Activities Report, please telephone [redacted] on code [redacted] or [redacted]

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